

# **OPERATIONS & PROCEDURE MANUAL**

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**LEAVE:****1. GENERAL LEAVE INFORMATION****1.1 ANNUAL LEAVE**

21 working days per annum, after one full year of employment, otherwise with prior arrangement from management

Preferably one unbroken period of 10 days during the year

5 days compulsory leave must be taken over the annual Christmas shutdown period between Christmas and New Year.

Min 2 weeks' notice for leave must be given to management. Your leave application should be submitted to your line manager and copied to Directors for approval.

Leave must be granted or disallowed within 24 hours

Timing of leave must take into account the operational requirements of the company.

**1.2 UNPAID LEAVE**

May be granted by Departmental Head. Maximum allowed is 10 working days per annum

**1.3 SICK LEAVE**

No more than 30 days sick leave in any period of 36 consecutive months (3 years) except during the first 6 months of employment. You are entitled to 1 (one) day paid sick leave for every 26 (twenty six) days worked. Sick leave may not be carried forward. A doctor's certificate is required if employee is away for:

- more than 2 consecutive days
- ill on a Friday or Monday
- immediately before or after a public holiday, or
- one single day on more than 2 occasions within a 6 week period

Should sick leave be exhausted, company reserves the right to request that annual leave or unpaid leave be taken when you are ill, you are to notify a Director before 9h00am directly.

**1.4 MATERNITY LEAVE**

Employee will be guaranteed her same position, provided she indicates her willingness to return prior to proceeding on maternity leave. Leave period = 4 months (one before & 3 after) (By law, any female employee who is pregnant, is required to stop working at least one month before her anticipated date of confinement and she may not return to work until two months after the birth of her child) The company allows 3 days paid leave for pre-natal medical visits.

Leave forms must be completed, leave recorded as family responsibility leave for pre-natal care.

Maternity leave will be paid on the following basis:

Maternity leave taken in the first year of employment will be paid at one third of monthly salary and in second year at two thirds of monthly salary.

You are required to fill in the statutory documentation prescribed by the Dept of Labour and Unemployment Insurance Fund.

## 1.5 FAMILY RESPONSIBILITY LEAVE

Up to 3 days per incident in the event of death of an employee's spouse, child, parent, grandparent or grandchild Up to 3 days paid leave per year for:

- Birth of a child and
- The illness of a child
- 1 Day paid leave for death of employee's immediate family. This includes mother, father, sibling, son, daughter and grandparents.

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## 1.6 STUDY LEAVE

Two weeks prior approval must be obtained

Entitlement is, 2 days paid leave per subject, per calendar year to a maximum of 5 days per annum with written consent from the Directors.

The 2 days leave is based on one day to prepare and one day for the exam.

Proof of the examination is to be furnished.

Leave may be extended with the approval of a Director.

Additional leave required is to be taken as annual leave.

## 1.7 LEAVE GENERAL

For all of the above, a leave form is compulsory, should a leave form not be received within 2 days after your return, the leave will be deducted as unpaid leave. This excludes annual/study leave.

## 2. HOURS OF WORK

A minimum of eight hours per day or in line with client requirements.

Monday to Thursday 7:30 to 16:00

Friday 7:30 to 15:30

## 3. STAFF REGISTER

The register is to be signed when arriving at the office as well as when you leave the office at any stage during the day. This will apply when we have a permanent office premises only.

## 4. DRESS CODE

Smart Casual

No T Shirts, skipants, clogs, slops.

Management may request an employee to refrain from wearing an item of clothing they deem inappropriate.

All employees based on client's premises must adhere to client dress code requirements.

Enquire with Management should you be unsure of any dress code issue.

## 5. MUSIC

Radios are permitted by Management on condition:

The volume does not disturb/ disrupt/ interfere or distract any employee in the close proximity, from their work. No **CD's** or tapes are allowed, unless required for a function **or** demonstration with management approval.

Personal use of ipods are permitted but restricted to client environment and policies.

Please confirm with Management if you are unsure.

## 6. PERSONAL HYGIENE

Due to the nature of our industry, and the close proximity which we all work in, employees must ensure that they follow a regular hygiene procedure by daily washing themselves and their clothes / overalls, to ensure that they do not emanate an unpleasant body odour that may disturb (offend) other staffer clients

## 7. TELEPHONE ETTIQUETTE

Employees must identify themselves whenever they answer their phone

## 8. USE OF COMPANY FACILITIES

Private usage of the company's facilities is discouraged. This includes but is not limited to:

- i. Stationery
- ii. Telephone – excessive use
- iii. Company Vehicles

- iv. Computer Equipment
- v. Fax Machines
- vi. E-Mail
- vii. The Internet
- viii. Photocopiers
- ix. Scanners
- x. Cameras
- xi. Printers
- xii. Internet

Should staff understand the cost implications when the Company's equipment and consumables are abused. Permission from a Director of the Company must be obtained before the private use of any facilities, equipment or consumables are made. The Company reserves the right to charge the employees an appropriate amount.

Use of the e-mail for personal use or for exchanging large graphic files, chain letters or jokes is also discouraged. The Company's computer system should not be exposed to possible viruses and large graphics can affect the , efficiency and effectiveness of the e-mail system.

Employees may not use the e-mail system in any way that may be seen as insulting, disruptive or offensive by other persons. The distribution of pornography, sexually explicit messages, cartoons, jokes, ethnic or racial slurs or any other material, which may be construed as harassment or disparaging to others, is forbidden. Staff asked not to play computer games or access private e-mail addresses (e.g. hotmail) during working hours.

No unauthorised software may be downloaded on the Company's computers. Employees should ensure that all e-mails sent externally comply with accepted letter formats and that the context is written in acceptable English. Remember that it is correspondence which should reflect the culture and image of the Company.

The Company reserves the right to monitor emails on a monthly basis.  
Please refer to the Company IT Acceptable Use Policy

## 9. SEXUAL HARRASSMENT POLICY

All Employees, job applicants and other persons who have dealings with the Employer have the right to be treated with dignity.

Sexual harassment in the workplace will not be permitted or condoned.

The perpetrators and victims of sexual harassment may include:

<b>OWNERS</b>	<b>MANAGERS</b>	<b>EMPLOYERS</b>
<b>PARTNERS</b>	<b>CLIENTS</b>	
<b>CONTRACTORS</b>	<b>SUPERVISORS</b>	<b>DIRECTORS</b>
<b>JOB APPLICANTS</b>	<b>SUPPLIERS</b>	<b>ASSOCIATES</b>

Sexual harassment includes harassment between people of the opposite sex and people of the same sex.

Sexual harassment may include, unwelcome physical, verbal or non-verbal conduct, and sexual favouritism where a person in a position of authority rewards only those who respond to his/her sexual advances whilst other deserving Employees who do not submit themselves to any sexual advances are denied promotions, merit rating or salary increases.

The Recipient's perception is the test for whether or not sexual harassment has taken place and not the person making such an approach. It includes indecent assault, attempted rape and rape, suggestive comments, innuendoes, implied/double meanings, gestures.

Employees who have been subjected to sexual harassment in the workplace have a right to raise a grievance about it should it occur and appropriate action will be taken by the Employer.

There are two options to resolve a problem relating to sexual harassment. Either an attempt can be made to resolve the problem in an informal way, or the Grievance and Disciplinary code and procedure must be followed. This must be handled in a manner that ensures that the identities of the persons involved are kept confidential during the investigation, and Grievance and Disciplinary enquiry.

## 10. TERMINATION

### 10.1 Resignation

Employees are expected to serve their full notice period, salaried staff must give 1 calendar months' notice, unless agreed to in writing from a Director

Notice of termination will not be accepted during a period of paid absence, sick leave or leave unless approval has been obtained from a director All debt due to the company becomes payable immediately.

Final payment will be done through the form of an EFT payment on the last day of the month and will be only be authorised once all company property, has been returned and accounted for.

### 10.2 An Exit interview must be conducted during which all documentation and assets relating to any project are returned to the company.

## 11 . DISCIPLINARY & APPEAL PROCEDURES

### 11.1 LEVELS OF PROCEDURE OF DISCIPLINARY ACTION

The company may take one of the following kinds of Disciplinary Action, depending on the seriousness of the offence or situation.

### 11.2 VERBAL WARNING

Is an informal warning or Counseling issued orally by a Manager in an attempt to prevent an offence from recurring

### 11.3 DISCIPLINARY HEARING

### 11.4 WRITTEN WARNING

Will be issued where a Verbal Warning failed to bring about improvement, or where the offence is so serious that a verbal warning would not be adequate Warning to state offence and date and must be signed by the person issuing it. The employee will also sign the warning. Refusal to sign will in no way invalidate any such warning. A witness may sign that the staff member has refused to sign written warning.

Written warning will be places in the Employees Personal file and will remain valid for 6 months

### 11.5 FINAL WARNING

Considered where a similar or related offence is committed during the validity of a written warning or where the seriousness would invalidate a written warning. Not more than two written warnings shall be in force without a final warning being considered



## 11.6 DISMISSAL/TERMINATION

Considered where a similar or related offence is committed during the validity of a final warning or where the seriousness would invalidate a final warning. No more than two warnings shall be in force without a final warning being considered. In the case of a Disciplinary matter potentially resulting in Dismissal, or Termination of an individual employee, Management shall convene a Disciplinary hearing. An Employee required to attend a Disciplinary Hearing shall be represented by any two colleagues. Management will note and file records of Disciplinary Proceedings summarising essential points. Findings and decisions of the hearing will be communicated to the employee in the presence of any or both colleagues who had represented him/her.

## 12. DISCIPLINARY CODE

The attached Code shall be used as a guide in deciding on the severity of the Disciplinary action contemplated

## 13. DISCIPLINARY APPEAL

- 13.1 To take place within two working days after the termination was effected to Management shall arrange the Appeal hearing to take place within three working days after the appeal was lodged
- 13.2 A senior member of Management to be the one who decides on the disciplinary Action appealed against, shall conduct and decide on the Appeal
- 13.3 Records of the Disciplinary Hearing and Decision, shall be open for review on request during the Appeal Hearing
- 13.4 Also present during the hearing, shall be:  
A member of management who had taken the Disciplinary Action appealed against
- 13.5 Witnesses as may be deemed necessary by the employee and / or management

## 14. STAFF GRIEVENCE PROCEDURES

### 1. OBJECTIVE

To set down a procedure whereby an employee or a group may report feelings of injustice or dissatisfaction in connection with their employment situation through the appropriate management levels in order to resolve or to settle the issue.

### 2. PURPOSE OF A GRIEVANCE PROCEDURE

It provides a course of action for employees who may believe that their complaints and dissatisfactions are not satisfactory settled at the immediate supervisory level.

The procedure ensures that grievances can, if necessary, be progressed to more senior management and guarantees that there will be no victimization of employees who raise a grievance. The grievance procedure not only serves to bring employees' problems to the attention of Management but also serves as a medium of upward Communication. This provides Management with insight into the frustrations, problems and expectations of employees as well as the prevailing climate amongst employees.

It also provides reassurance for employees that there will not be arbitrary action against them as they can appeal against such action through the procedure.

### 3. INTENTION

The parties (employer and employees) agree that it is in their mutual interest to observe the grievance procedure by which all grievances arising between them can be solved.

The intention of both parties is to resolve grievances at the earliest stage possible and as speedily as possible. Employees and employee representatives can submit grievances without prejudicing their employment with Company.

#### 4. THE ROLE OF THE FIRST LINE MANAGER IN THE USE OF THE GRIEVANCE PROCEDURE

Grievances reported to the First Line Manager should be so thoroughly dealt with at the first stage that a written notice of grievance will rarely be necessary. No matter how ill founded or petty a grievance may appear initially, all Grievances must be afforded a sympathetic hearing as petty grievances may ultimately reveal deep rooted problems of a serious nature. " \_

The time limits set for the progressive steps must be rigidly adhered to as apparent indifference and undue delays can lead to a grievance developing into an open conflict situation. When advising an employee of the decision regarding the grievance raised, the employee must be informed of the steps that can be followed should he not be satisfied with the decision taken.

#### 5. PROCEDURE

**Stage 1** The employee who has a grievance must first raise it verbally with his first line manager. The first line manager must to the best of his ability:

- Listen to the employee in private
- Encourage the employee to express his grievance freely and openly  
Obtain all relevant facts about the grievance ( distinguishing fact from opinion)

The Manager must try to resolve the grievance within twenty four hours and advise the employee accordingly. **Stage 2** If the grievance is not settled to the satisfaction of the employee, the employee may, if he/she wishes to, solicit the help of a representative, complete a Notice of

Grievance Form (Annexure 1) sign the form and hand to his/her next level manager **Stage 3** On receipt of the Notice of Grievance form, the senior manager must Assess the situation, review the action taken date, including the ' recommendations made towards solving the problem. Within 48 hours the manager will call a meeting of the parties concerned and attempt to resolve the grievance.

He will record the decision on the Notice of Grievance Form in the Space provided. If a satisfactory solution is not reached at this level, the failure to Reached a solution must be recorded on the Notice of Grievance Form and it must be forwarded to a manager at executive Management Committee level or the Managing Director, where Appropriate

**Stage 4** The Executive Committee Member will consider the grievance and Access the recommendations made towards resolving the problem. Within 48 hours he will, give a ruling which will be regarded as final By the Company. The employee and his representative will be informed of the decision which will be recorded on the Notice of Grievance Form. The Notice Grievance Form must then be filed on the employees personal file.

**Stage 5** The Employee has the right to refer a grievance to the Commission For Conciliation, Mediation and Arbitration should they feel that the grievance has not been adequately resolved

CLASSIFICATION OF OFFENCE	DESCRIPTION OF OFFENCE	METHOD FOR HANDLING	FIRST OFFENCE	SECOND OFFENCE	THIRD OFFENCE	FOURTH OFFENCE
Absenteeism or timekeeping	• Late for work or general time keeping problems.	• Consider domestic circumstance	Verbal	Written	Final	Dismissal
	• Failure to arrive at work without acceptable reason	• Consider timekeeping record.	Warning	Warning	Warning	
	• Continued absence from work for three days or more without an acceptable reason	• Obtain evidence from Supervisor	Final	Dismissal		
			Warning			
Assault, fighting or insubordination	• Swearing at another Employee or using abusive and/or obscene language on Company Premises or on duty	• Supervisors must not become provoked and are advised to confine their speech to vocabulary which is acceptable to all employees.	Written	Final	Dismissal	
			Warning	Warning		

	<ul style="list-style-type: none"> <li>• Assault or threatening of persons on Company Premises or on duty.</li> <li>• Fighting on Company Premises or on duty.</li> </ul>	<ul style="list-style-type: none"> <li>• Full details of the threat must be submitted</li> <li>• Accurate eye witness evidence should be obtained</li> </ul>	<p>Summary</p> <p>Dismissal</p> <p>Summary</p> <p>Dismissal</p>			
Dishonesty	<ul style="list-style-type: none"> <li>• Unauthorised possession or removal of Company assets/products on Company Premises or whilst leaving Company Premises.</li> <li>• Fraud or dishonesty on property or on duty</li> </ul>	<ul style="list-style-type: none"> <li>• Find convincing evidence</li> </ul>	<p>Summary</p> <p>Dismissal</p> <p>Summary</p> <p>Dismissal</p>			
Drugs or Alcohol	<ul style="list-style-type: none"> <li>• Reporting for duty under the influence of drugs or alcohol</li> </ul>	<p>Point 1 and 2</p> <ul style="list-style-type: none"> <li>• Record all information on sensory data form.</li> </ul>	<p>Final</p> <p>Warning</p>	Dismissal		

	<ul style="list-style-type: none"> <li>• Consuming drugs or alcohol on company premises</li> </ul>	<ul style="list-style-type: none"> <li>• Distinguish between offences and a personal problem</li> <li>• Remove culprit immediately from the job.</li> </ul>	<p>Final</p> <p>Warning</p>	<p>Dismissal</p>		
	<ul style="list-style-type: none"> <li>• Unauthorised possession of alcohol on Company Premises</li> </ul>	<ul style="list-style-type: none"> <li>• Gather evidence as to offender's attendance for that period</li> </ul>	<p>Written</p> <p>Warning</p>	<p>Final</p> <p>Warning</p>	<p>Dismissal</p>	
<p>Lawful Safety instructions/rules</p>	<ul style="list-style-type: none"> <li>• Failure to observe Company Safety Rules</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure culprit knew of responsibility to perform or to report such incidents</li> <li>• Consider retraining or re-induction</li> </ul>	<p>Final</p> <p>Warning</p> <p>(Retrain)</p> <p>Written</p> <p>Warning</p> <p>(Retrain)</p> <p>Dismissal</p>	<p>Dismissal</p> <p>Final</p> <p>Warning</p>	<p>Dismissal</p>	
	<ul style="list-style-type: none"> <li>• Failure to carry out lawful and reasonable instructions of a</li> </ul>	<ul style="list-style-type: none"> <li>• Do not confuse with refusing to carry out an instruction</li> </ul>				

	Superior	<ul style="list-style-type: none"><li>• Ensure means are available to carry out such an instruction</li><li>• Ensure instruction was reasonable, clear and within the employee's capabilities</li><li>• Substandard work may require retraining</li><li>• Hear the culprits evidence</li></ul>				-
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